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Report of the Joint Inspection Unit for 2007 and programme of work for 2008

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Mission statement

As the only independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide, the Joint Inspection Unit aims:

(a) To assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect of their oversight function concerning management by the secretariats of human, financial and other resources;

(b) To help improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations;

(c) To promote greater coordination between the organizations of the United Nations system;

(d) To identify best practices, propose benchmarks and facilitate information sharing throughout the system.

Preface by the Chairman

In accordance with article 10, paragraph 1, of the statute of the Joint Inspection Unit, I am pleased to submit this annual report, presenting an account of the activities of the Unit for the period from 1 January to 31 December 2007 and a description of its programme of work for the current year.

In 2007, the Joint Inspection Unit published 12 reports, two notes and one management letter. These reviews contain 140 concrete, action-oriented recommendations that, if approved and implemented, should result in tangible management improvements through enhanced effectiveness and efficiency gains. Six of the reports, one note and one management letter were of a system-wide nature and three covered the entire management and administration of specialized agencies, namely, the World Meteorological Organization, the International Civil Aviation Organization and the International Maritime Organization.

For the year 2008, following the General Assembly invitation to the Joint Inspection Unit to duly take into account suggestions made by the participating organizations, 7 of the 12 reviews included in the programme of work approved by the Unit were suggested by them. Three other reviews were proposed by the Office of Internal Oversight Services and the Board of Auditors, as a result of closer tripartite collaboration with these oversight services. In terms of coverage and also as a response to the General Assembly's directive contained in its resolution 62/226, nine planned reports are of a system-wide nature, against three single organization reports, two of them being mandated by the legislative organs. Management and efficiency issues continue to be the main target of the JIU programme of work.

The Unit has striven to provide more information in its annual report on the acceptance and implementation of its recommendations. It has continued to improve its tools to report on the impact of each of its recommendations. Nevertheless, it is important to stress that the Unit is statutorily mandated only to make recommendations, without enforcement authority. Therefore, it is imperative to point out that the effectiveness of the Joint Inspection Unit is a shared responsibility between the Member States, the participating organizations and the Unit itself, a principle established by General Assembly resolution 50/233.

In its budget requirement for the biennium 2008-2009, the Unit requested and the General Assembly approved the abolition of two General Service posts and the creation of two Professional posts with a view to increasing the Unit's inspection, evaluation and investigation capacity. The Joint Inspection Unit wishes to extend its sincere appreciation to the General Assembly for its continuing support to the Unit, as expressed in its various resolutions, including resolution 62/226.

Once again, the Unit reiterates its commitment to continue its internal reform process with a view to better equipping it with the tools and resources required to assist the legislative organs in their oversight functions. Furthermore, the Unit will continue to promote more productive working relationships with the organizations and bodies of the United Nations system, in particular with the oversight bodies.

(*Signed*) Even **Fontaine Ortiz**
Chairman
Geneva, 23 January 2008

Chapter I
Annual report for 2007

A. Reform of the Joint Inspection Unit

1. Throughout the year 2007, the Joint Inspection Unit (JIU) pursued its efforts to achieve greater efficiency of its working tools and human resources. The introduction of an electronic mail registration system (e-Registry), the completion of the electronic Documentation and Information Centre and the reorganization of the Intranet and the shared drive have resulted in less processing time and paperwork. The in-house development of an Access-based database will facilitate the follow-up on the implementation and impact of recommendations and the issuance of statistical reports. A new time tracking system allows report preparation to be monitored and increases accountability.

2. A new organizational structure was adopted. A cluster approach for research staff was introduced to enhance coaching and learning of junior and assistant staff, whereas a number of support tasks were consolidated under a Quality Assurance and Documents Management Unit to increase both the quality and flow of documentation. The creation of two Professional posts against the abolition of two General Service posts for the biennium 2008-2009 will improve the ratio of inspectors to research staff and the delivery of reports helping to resolve conflicting priorities. An investigation capability is being established within the Unit.

3. Training targets were set up and different learning initiatives developed for both inspectors and staff, including business knowledge presentations and a one-week Introductory Course in Evaluation for research staff by the United Nations Evaluation Group/United Nations System Staff College. The annual staff retreat has become a lessons learned exercise to discuss planning and report preparation, working paper documentation, the use of electronic communication and information tools, and the monitoring of recommendations.

4. Meetings were organized with participating organizations to exchange views on issues of mutual interest, with a view to greater understanding and cooperation. The tripartite meetings held periodically with the Board of Auditors and the Office of Internal Oversight Services (OIOS) serve to create synergies among oversight services following the exchange of their respective programmes of work.

B. Implementation of the programme of work for 2007

5. The programme of work for 2007, which was adopted by the Unit at its winter session in December 2006 (see A/62/34, chap. II), contained 11 reviews. In addition, the Unit continued working on 13 projects carried over from previous programmes of work, 11 of which were completed during the course of 2007. One will be finalized in the first quarter of 2008 and the other had to be discontinued.

6. By the end of 2007, four of the year's reviews were completed and the following three reports and one management letter issued: JIU/REP/2007/7, *Review of management and administration in the International Maritime Organization*; JIU/REP/2007/8, *Funding and staffing of the Office of the United Nations High Commissioner for Human Rights*; JIU/REP/2007/9, *Review of the national*

competitive recruitment examination as a recruitment tool; and JIU/ML/2007/1, *Headquarters agreements and other host country agreements: compliance issues*.

7. For most of the remaining projects under the 2007 programme of work, interviews and missions have been completed. All projects carried forward to 2008 are expected to be completed during the first half of 2008.

C. Reports issued in 2007

8. In 2007, the Unit issued 12 reports, two notes and one management letter. Of these, eight were of a system-wide nature, while the other seven concerned the United Nations or other participating organizations alone. These reports, notes and management letter contained a total of 140 recommendations, aimed primarily at management improvement through enhanced effectiveness (46 per cent) and efficiency (25 per cent).

9. JIU/REP/2007/1, *Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies*. At the request of several organizations, the Unit analysed recent trends in voluntary funding and their implications for programme delivery. The objective of the report was to find measures to reduce their negative impact and identify best practices.

10. While acknowledging the positive impacts of voluntary funding, such as the expansion of operational activities, increase of efficiency and value added by gratis personnel, the report highlights as problematic the conditionality and unpredictability of voluntary funds. In order to reduce the vulnerability of the organizations and increase their flexibility in administering the funds, the report recommends, inter alia, that an intergovernmental working group to develop proposals for a voluntary indicative scale of contribution of core resources should be established; that existing policies and procedures guiding interaction with donor countries should be reviewed; and that flexible funding modalities — such as thematic and pooled funding — and a corporate resource mobilization strategy should be developed.

11. JIU/REP/2007/2, *United Nations system staff medical coverage*. Since the issuance of JIU/NOTE/77/2 on this subject in 1977, the cost of providing health coverage has risen exponentially. Despite constituting the third most expensive element of the United Nations compensation package, medical coverage is not regarded as a common system matter and the various health insurance schemes continue to diverge noticeably.

12. The report aims to provide viable options for containing expenses related to staff medical coverage. The report highlights the need to assess and fund the accrued liabilities of the after-service health insurance. It recommends the harmonization of the health insurance schemes and periodic reviews by the International Civil Service Commission, aided by an ad hoc advisory body, which is to be established for this purpose.

13. JIU/REP/2007/3, *Review of the Working Capital Fund in the World Meteorological Organization (WMO)*. Based on the proposal of the WMO secretariat to increase the level of working capital from SWF 5 million to SWF 10 million, the Executive Council of WMO, in 2006, requested JIU to conduct a

review to provide an opinion to the Fifteenth World Meteorological Congress on the appropriate level of the Working Capital Fund.

14. The report assesses the Organization-specific internal and external factors relevant for the Working Capital Fund level estimation, such as delays in assessed contributions, the pattern of contribution inflows, the impact of the consolidation, emerging risks, unforeseen and extraordinary expenses, authority to borrow, historical trends and a statistical analysis of cash shortages. On the basis of a thorough analysis of these factors, the inspector, inter alia, concludes that it would be reasonable to increase the level of the Working Capital Fund to SWF 7.5 million, rather than to SWF 10 million. This recommended level was adopted by the Fifteenth World Meteorological Congress (resolution 42 (Cg-XV)).

15. JIU/REP/2007/4, *Age structure of human resources in the organizations of the United Nations system*. The inspectors conducted a system-wide assessment of the age structure of the staff and the overall implications of staff ageing, as well as its impact on human resources management policies. Their recommendations are made with the aim of achieving a balanced age structure within the United Nations system in order to provide for the required capacity, knowledge and expertise, to strengthen the safeguarding of institutional memory in the United Nations system organizations against the background of an increasing retirement wave in the coming years. This report was very well received by the United Nations System Chief Executives Board for Coordination (CEB).

16. The report highlights the need to recruit and retain young professionals through an improved grade structure and proposes proactive succession planning, which goes beyond the mere filling of vacancies. The inspectors moreover recommend a review of the current regulations relating to retirement in order to reflect current demographic and social conditions.

17. JIU/REP/2007/5, *Review of management and administration at the International Civil Aviation Organization (ICAO)*. This report is part of the series of management and administration reviews in participating organizations undertaken by the Unit. It provides a comprehensive assessment of management and administration practices at ICAO and identifies areas for improvement, particularly concerning the implementation of results-based management in governance; planning, programming and budgeting; human resources management; information management; and oversight.

18. JIU/REP/2007/6, *Knowledge management in the United Nations system*. In 2006, the Office of Internal Oversight Services conducted a thematic evaluation on knowledge management networks, which examined how the United Nations and its funds and programmes share knowledge within and among themselves. This report complements the OIOS report and evaluates knowledge management activities from a system-wide perspective.

19. In view of the anticipated high number of managers who will retire from the United Nations system, as well as increased staff mobility, the mechanisms employed to preserve institutional memory need to be enhanced. Advances in information and communication technologies furthermore call for a renewed approach to information management. In concurrence with the findings of the OIOS review, the report highlights the necessity to develop knowledge management and knowledge-sharing strategies. For this purpose, the inspector recommends that CEB

formulates common definitions, terminology and general standards and guidelines on knowledge management and that the executive heads carry out comprehensive information reviews.

20. JIU/REP/2007/7, *Review of management and administration in the International Maritime Organization (IMO)*. The inspectors identify a series of recommendations to improve the management and administration of IMO against relevant established practices and standards within the United Nations system, so that it fully keeps pace with management reform in other United Nations system organizations. It includes recommendations on the elaboration of a long-term strategy for reducing conference costs; the development of an outreach strategy; the implementation of results-based management in governance; planning, programming and budgeting; human resources management; and oversight. The report also identifies good practices to be emulated by other organizations such as the Voluntary IMO Member State Audit Scheme as an instrument of bottom-up assessment of their implementation of IMO instruments and the IMO Regional Presence Scheme aimed at the promotion of "One United Nations" and ensuring system-wide coherence in the field.

21. JIU/REP/2007/8, *Funding and staffing of the Office of the United Nations High Commissioner for Human Rights*. The report constitutes a follow-up review on the progress made by the Office of the United Nations High Commissioner for Human Rights (OHCHR) in implementing the objectives set out in General Assembly resolution 61/159. In particular, the report monitors the progress made with regard to the issue of geographical composition and staff functions at Professional and higher levels. Furthermore, the review focuses on the budget processes and current funding mechanisms of OHCHR.

22. Following up on the related OIOS report, the inspectors promote a continuing shift towards results-based management and evaluation within OHCHR. In view of the major and increasing share of voluntary contributions in the funding of OHCHR, the report also recommends that the Human Rights Council be more apprised of the origin and use of funds and more involved in the preparation of the relevant proposed strategic framework and financial requirements. The inspectors highlight the necessity to broaden the donor base by stimulating the non-traditional donor countries and to reduce earmarked funding. In order to address the imbalance in the geographical distribution of staff in the Office, the inspectors recommend that the General Assembly introduce a temporary maximum level for the recruitment of new P-1 to P-5 staff from overrepresented regions until a geographical balance has been achieved.

23. JIU/REP/2007/9, *Review of the national competitive recruitment examination as a recruitment tool*. This report presents a comprehensive assessment of the national competitive recruitment examination system, including its regulations and rules, operation, effectiveness and efficiency. The inspectors find that national competitive recruitment examination is a successful and cost-effective recruitment tool for providing the Organization with highly qualified Professional staff at entry level, which also helps to improve its gender balance and geographical composition.

24. The report stresses the need for more coherence between the different elements of the examination and recruitment process and for reducing its excessive length. In order to ensure an accountable, transparent and consistent process, the formulation of adequate administrative regulations is required, replacing informal practices

established through individual managerial decisions. The report furthermore recommends reorganizing the present roster management for the national competitive recruitment examination, inter alia by integrating the recruitment and reassignment system at the P-2 level and by strengthening the information technology and website support and tools. The report calls for closer cooperation on the competitive examination among United Nations system organizations within the framework of the Human Resources Network of CEB.

25. JIU/REP/2007/10, *Liaison offices in the United Nations system*. The report provides an insight into the various functions of the United Nations liaison offices. In particular, it assesses their mandates, budgets and staffing and evaluates their continuing relevance and comparative advantages in the context of new communication technologies. With a view to increasing their efficiency and maximizing their cost-effectiveness, the report recommends, inter alia, that the heads of the liaison offices set priorities in line with the strategic objectives defined by the respective parent organization in the framework of results-based management and ensure a more balanced staff and post grading structure, as well as timely and proper succession planning for the position of head of office. Furthermore, the report stresses the importance of efficient information management, both external and within each liaison office. The inspector encourages the heads of offices to use all means of communication for the dissemination of information, including electronic mail, teleconferencing, videoconferencing and staff meetings.

26. JIU/REP/2007/11, *Review of management and administration in the World Meteorological Organization (WMO)*. The objective of this comprehensive review is to provide guidance for the improvement of governance, oversight, results-based management, organizational structure, human resources management, information management and budget processes within WMO. In total, 27 recommendations were submitted for consideration by the Congress, the Executive Council and the Secretary-General. Furthermore, the report recommends measures to the technical commissions of the Organization.

27. JIU/REP/2007/12, *Review of the progress made by the United Nations system organizations in achieving Millennium Development Goal 6, Target 7, to combat HIV/AIDS*. The review focuses on the role of the Joint United Nations Programme on HIV/AIDS (UNAIDS) secretariat and its co-sponsors in the achievement of goal 6, target 7, to halt and begin to reverse the spread of HIV/AIDS by 2015. It aims to provide Member States with an assessment of the efficiency and effectiveness of policies, programmes and coordination and cooperation efforts among United Nations system organizations. Moreover, it identifies obstacles and bottlenecks in achieving the targets set.

28. In order to confirm its lead role in coordinating and monitoring the fight against HIV/AIDS, the UNAIDS mandate and the authority of the Programme Coordinating Board need to be strengthened and the number of co-sponsors reduced to the six original organizations. The report contains several recommendations to improve coordination at country level, enhance the effectiveness of the "Three ones" principles, effectively implement the access to antiretroviral therapy, increase civil society participation and ensure worldwide dissemination of information on HIV/AIDS-related activities.

29. JIU/NOTE/2007/1, *Review of management and administration of the United Nations Office at Geneva*. In the light of recent reform initiatives within the United

Nations Secretariat, the objective of this note is to identify areas for improvement in the administrative and managerial practices in the United Nations Office at Geneva. The note contains 16 recommendations on issues such as human resources management, security activities, support services, conference services, issues of coordination and provision of services, the Office of the Director-General and managerial practices. In preparing this report, the inspectors took into account the findings of several directly related JIU reports and also reviewed a number of OIOS and Board of Auditors reports expanding upon issues pertaining to the current report.

30. The recommendations include the need for increased continuity in management objectives, intensified coordination between human resources officers at Headquarters and those in other offices, rationalization of the mail distribution system, clarification of the legal status of SAFI and reduction of the current internal printing capacity.

31. JIU/NOTE/2007/2, *Review of selected telecommunication issues and use of Voice over Internet Protocol technologies in the United Nations system organizations*. In the light of current systems providing telephony services to the United Nations having reached their end-of-life in many duty stations, the report determines the feasibility of using Voice over Internet Protocol (VoIP) technologies as a replacement in the future.

32. The review highlights the benefits of these new technologies, which include savings on long-distance calls, maintenance and capital investment, new functionalities such as advanced conferencing and unified e-mail/voicemail messaging as well as the portability of telephone numbers. The report also addresses the possible disadvantages of using VoIP technologies, such as decrease of voice quality, security risks or power outages. The inspectors recommend that the executive heads of the United Nations system organizations implement the VoIP technologies in new telecommunication projects or where current telephone systems are being renewed or replaced. A joint procurement of telecommunication services and equipment is recommended in order to increase economies of scale and minimize costs and risks of interoperability. The inspectors furthermore point out the necessity of negotiation with certain countries in order to be exempt from national laws and regulations restricting the commercial use of VoIP technologies.

33. JIU/ML/2007/1, *Headquarters agreements and other host country agreements: compliance issues*. The Unit has previously issued two reports on the implementation of United Nations headquarters agreements. The first, "Review of the headquarters agreements concluded by the organizations of the United Nations system: Human resources issues affecting staff" was issued in 2004 (JIU/REP/2004/2). The second was issued in 2006, entitled "A second review of the implementation of headquarters agreements concluded by United Nations system organizations: Provision of headquarters premises and other facilities by host countries" (JIU/REP/2006/4). In its programme of work for 2007, the Unit included a third review of the implementation of the United Nations headquarters agreements, focusing specifically on issues of compliance and possible cases of discrimination against staff and officials of certain nationalities in relation to the privileges and immunities they enjoy.

34. The resulting management letter, which is addressed to the Secretary-General of the United Nations for action, focuses on three issues of compliance. The first is

the matter of delays in the issuance of Swiss residency permits (*cartes de légitimation*); the second concerns the payment of value added taxes and other taxes by United Nations organizations; and the third addresses banking restrictions faced by some staff and officials of the organizations of the United Nations system, particularly those based in Geneva. The recommendations given in the letter relate to banking restrictions. The Secretary-General is encouraged to ensure that commercial entities, which offer on-site services to United Nations staff and officials, guarantee full and equal service to all without discrimination, and in full compliance with the headquarters agreements. In this context the Secretary-General is called on to work with the relevant parties to ensure that all staff and officials of the United Nations are treated equally with regard to access to on-site banking facilities.

D. Dialogue with participating organizations

35. The General Assembly, in its resolution 60/258, requested the Unit to continue to enhance its dialogue with participating organizations. During the course of the year, the Chairperson and the Executive Secretary held meetings with the senior management of the United Nations and of other participating organizations (International Atomic Energy Agency, International Telecommunication Union, United Nations Educational, Scientific and Cultural Organization, United Nations Industrial Development Organization, Universal Postal Union, World Health Organization, World Meteorological Organization, Office of the United Nations High Commissioner for Refugees, United Nations Office on Drugs and Crime and World Food Programme). The meetings aimed at discussing mutual relations, seeking ways to improve the interaction between the Unit and its participating organizations, identifying and addressing issues of concern, and inviting, as appropriate, a more active input to the JIU programme of work.

36. The Chairperson stressed the need for stronger support for its follow-up process and encouraged secretariats to prepare documentation that would have Member States take an active role in exercising their oversight responsibilities by accepting, rejecting or modifying recommendations addressed to them; taking note was tantamount to non-action and therefore was not a viable option.

37. The Unit intends to continue organizing meetings with the remaining participating organizations during 2008 and to hold more periodic consultations in the future.

E. Follow-up to recommendations

38. The General Assembly, in its resolution 60/258, requested the Unit to strengthen the follow-up on implementation of its recommendations. It also requested the Unit to include in future annual reports more information on the impact of full implementation of its recommendations. Accordingly, during 2006, the Unit further strengthened its system of follow-up to its recommendations, developing, inter alia, an enhanced matrix ("recommendations tracking sheet"), containing the text of each recommendation issued and indicating its intended impact. As an important step towards strengthening the follow-up system, the JIU secretariat developed and introduced a new database. It allows data analysis under

various aspects and generates numerous reports. Reports generated from the database now serve as a basis for the annual follow-up request to participating organizations.

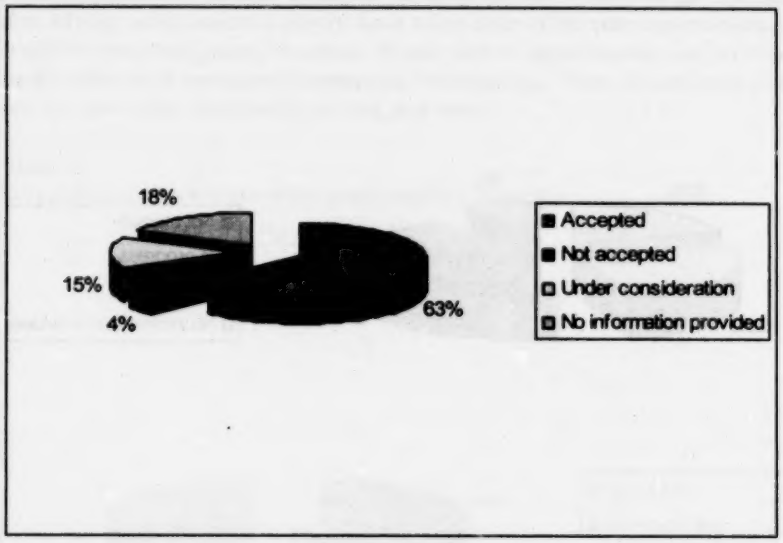
39. In September 2007, the JIU secretariat, referring to resolution 60/258, requested participating organizations to provide updated information on the status of the implementation of recommendations contained in JIU reports issued in 2004, 2005 and 2006. Organizations were requested to indicate the status of acceptance (accepted/approved; not accepted; under consideration), the status of implementation (not started; in progress; implemented) and the achievement of impact (achieved; partially achieved; not achieved). At the time of writing the present report, the secretariat had received information from all but eight organizations. Unfortunately, information from these organizations has not been forthcoming, despite several reminders.

Single-agency reports

40. An analysis of available data for reports addressed to only one organization ("single-agency reports") showed that the overall acceptance rates for the recommendations contained in the seven such reports and notes issued during 2005 and 2006 had reached 63 per cent by the end of 2007 (see figure 1). This can be considered a satisfactory level, taking into account the fact that 15 per cent of recommendations were still under consideration by the respective governing bodies or by executive management. Only 4 per cent of all recommendations were not approved or accepted; no information on acceptance was available for 18 per cent of the recommendations.

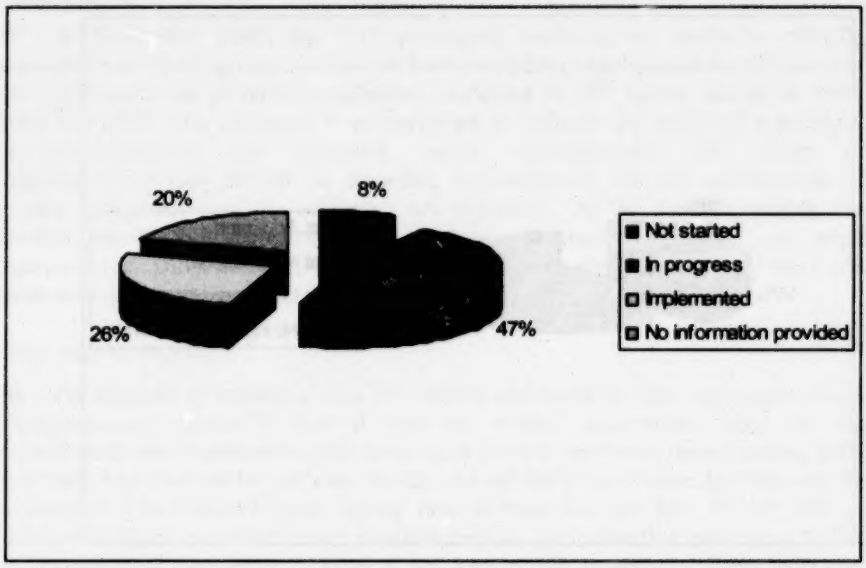
41. It should be noted that there is an increase in the category of "no information provided" from 3 to 18 per cent in comparison with the previous reporting period. Such an increase is due to the fact that 40 per cent of the reports issued in 2006 were addressed to the United Nations and contained 35 recommendations for action by the General Assembly, for which the Secretariat did not provide any response.

Figure 1
Acceptance rate (single-agency reports)



42. Concerning implementation (see figure 2), the analysis shows that 26 per cent of the approved/accepted recommendations had been implemented by the end of 2007, with implementation in progress for 47 per cent. In 8 per cent of cases, implementation had not yet started. No information on the status of implementation has been received for 20 per cent of the accepted recommendations.

Figure 2
Implementation rate (single-agency reports)



System-wide reports

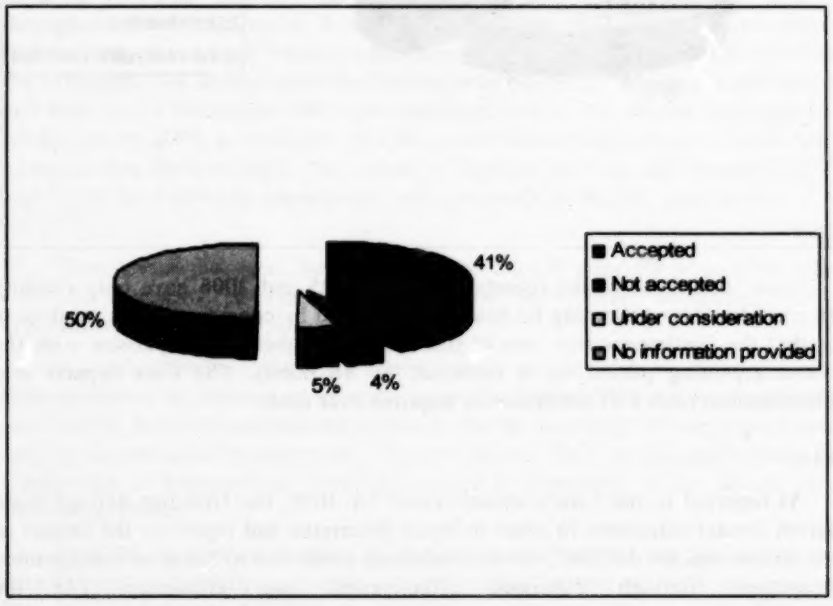
43. During 2007, the Unit issued eight reports, one note and one management letter of a system-wide nature. In order to determine acceptance and implementation rates for recommendations contained in such reports, the Unit first determined which recommendations were relevant for which of the participating organizations. In its most recent reports, the Unit has introduced a table entitled "Overview on action to be taken by participating organizations on JIU recommendations", which identifies those recommendations relevant for each organization, specifying whether they require a decision by the legislative body of the organization or can be acted upon by the executive head of the organization. Organizations therefore have a clear understanding, from the very outset, of the action expected from each of them.

44. The overview table provides the reference point for determining the acceptance and implementation of recommendations. On the basis of the responses received from the participating organizations concerned, as contained in the recommendations tracking sheet, the JIU secretariat calculates for each recommendation the overall acceptance rate. The same methodology is applied to determine overall implementation rates for each recommendation.

45. At the end of 2007, reports issued in 2005-2006 showed an acceptance rate of 41 per cent, while 4 per cent of the 49 recommendations issued were not approved or accepted (see figure 3). As many as 5 per cent of the recommendations made in 2005-2006 were still under consideration by some or all of the governing bodies at the end of 2007, while some had not even reached the governing body of the organization concerned for consideration.

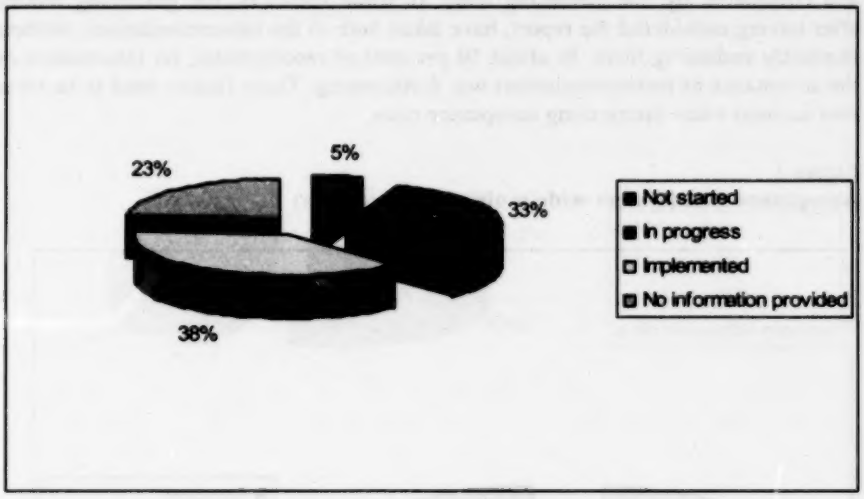
46. In the case of those participating organizations whose governing bodies meet only once a year, it may take a considerable time for JIU reports to be submitted to, and considered by, the governing body. In some instances, the governing bodies, after having considered the report, have taken note of the recommendations, without explicitly endorsing them. In about 50 per cent of reports/notes, no information on the acceptance of recommendations was forthcoming. These factors need to be taken into account when interpreting acceptance rates.

Figure 3
Acceptance rate (system-wide/multi-agency reports)



47. As far as implementation of accepted/approved recommendations in system-wide or multi-agency reports is concerned, information received so far indicates that overall, 38 per cent of recommendations had been implemented by the end of 2007, while implementation was in progress for 33 per cent (see figure 4). In 5 per cent of all cases, implementation of accepted/approved recommendations had not yet begun. No information on implementation has been received for the remaining 23 per cent.

Figure 4
Implementation rate (system-wide/multi-agency reports)



48. Given that some of the reports issued in 2005 and 2006 have only recently been considered by governing bodies, or have yet to be considered, it is positive to note that the implementation rate at this stage is higher in comparison with the previous reporting period, as it increased by 16 points. The Unit expects that implementation rates will continuously improve over time.

Impact

49. As reported in the Unit's annual report for 2005, the Unit has defined eight different impact categories in order to better determine and report on the impact of its recommendations. In 2007, recommendations continued to focus on management improvement through enhanced effectiveness and efficiency. For the recommendations contained in the reports and notes issued in 2005, 2006 and 2007, the intended impact was as follows:

	Number of recommendations			*Percentage*		
Impact categories	*2005*	*2006*	*2007*	*2005*	*2006*	*2007*
Enhanced effectiveness	19	22	64	15.8	23.9	45.7
Enhanced efficiency	39	28	35	32.5	30.4	25.0
Financial savings	1	1	4	0.8	1.1	2.9
Enhanced controls and compliance	18	13	11	15.0	14.1	7.9
Dissemination of best practices	18	8	5	15.0	8.7	3.6
Enhanced coordination and cooperation	18	14	8	15.0	15.2	5.7
Enhanced accountability	2	6	11	1.7	6.5	7.9
Other	5	0	2	4.2	0	1.4
Total	**120**	**92**	**140**	**100.0**	**100.0**	**100.0**

50. Given the implementation scenarios outlined above, information available on impact achieved is very limited at this stage and does not yet allow for drawing meaningful conclusions. The legislative organs may wish to encourage the secretariats of the respective participating organizations to provide the Unit with the required information on this issue to support it in its follow-up and reporting functions.

F. Relationship with other oversight bodies

51. As agreed at the tripartite meeting in December 2006, quarterly interim tripartite meetings between the Board of Auditors, OIOS and JIU were held throughout 2007, leading to a continuous dialogue between the three oversight bodies, both on issues of workplan implementation and on other issues of relevance for oversight. The annual tripartite meeting was hosted by the Joint Inspection Unit and held on 14 December 2007 via videoconference. The parties exchanged their workplans for 2008, as available, and discussed the envisaged focus of their reviews to ensure that there would be no overlap or duplication. Both the Board of Auditors and OIOS have actively contributed with proposals to the JIU programme of work for 2008.

52. Throughout the year, the Unit also had regular contacts with other internal oversight services, in particular those that have been designated as their organization's focal point for dealing with JIU.

53. As an observer, the Unit participates in the annual meetings of the representatives of internal audit services of the United Nations organizations and multilateral financial institutions, a forum for the exchange of oversight practices and the discussion of system-wide oversight issues. The Unit also participates in the Conference of International Investigators and is a member of the United Nations Evaluation Group.

54. In 2006, in view of a series of allegations received regarding a change in the date of birth on the official records of the Director-General of the World Intellectual Property Organization (WIPO), the Unit, in accordance with article 6 of its statute, urged the then internal auditor of WIPO to carry out an investigation into the matter without delay. In view of the seriousness of the conclusions in the internal auditor's report and what that portended for the organization and given that the Director-General reports to the States members of WIPO, the Unit, by letter of 1 March 2007, brought the internal auditor's report to the attention of the President of the WIPO General Assembly. The letter indicated that the report could be read by the Permanent Representatives of member States to WIPO, or their designates, in the internal auditor's office, in line with paragraph 18 of the WIPO Internal Audit Charter (WO/PBC/8/4).

55. On 25 September 2007, the Unit sent another letter to the President of the WIPO General Assembly to redress a number of wrong assertions contained in document A/43/INF/8, entitled Brief (*sic*) Note on Allegations against the Organization and its Director-General, in particular paragraphs 19 to 21, which originated from the WIPO secretariat and was distributed without advance notice to JIU on 24 September 2007, the first day of the WIPO General Assembly.

G. Secretariat

56. The secretariat of the Joint Inspection Unit was composed of the Executive Secretary (D-2) and 19 other staff members as follows: two Senior Research Officers (P-5), three Research Officers (P-4), three Research Officers (P-3) and one Senior Research Assistant (G-7) and 10 General Service staff. Five of the General Service staff were assigned as research assistants to specific projects, while the other five, most of whom are grouped together in the Quality Assurance and Documents Management Unit, provided administrative, information technology, quality assurance, documents management and other support to the Unit.

57. By the end of 2007, three Professional posts and one General Service post were vacant, owing to promotion, reclassification, mission assignment and proposed abolition, respectively. Temporary staff were hired against two of those posts until the completion of the relevant recruitment processes. The post of Executive Secretary of the Unit was advertised early in December 2007, in anticipation of the vacancy as from 1 January 2008.

58. In order to increase the professional research capacity of the Unit, and thus facilitate the timely and effective completion of projects, the Unit requested in its budget proposals for the biennium 2008-2009, and obtained from the General Assembly, the creation of two Professional posts at P-2 and P-3 level against the abolition of two General Service posts. This would also enhance the overall ratio of Professional posts to General Service posts in the JIU secretariat.

59. In order to maintain and upgrade its skills, the secretariat prepared and implemented a training plan, providing staff members with the opportunity to spend up to 10 working days per year on staff development activities.

60. In 2007, the main focus of the training programme was to enhance the evaluation skills of the research staff, both Research Officers and Research Assistants. During the course of the year, as many as nine staff members (seven Research Officers and two Research Assistants) attended a one-week introductory course in evaluation, organized jointly by the United Nations Evaluation Group and the United Nations System Staff College in Turin. It is envisaged that all research staff will be given the opportunity to attend this course, which is a solid foundation in the concepts, design, tools and methodology of evaluation.

61. At the beginning of 2007, the secretariat staff held a one-day retreat in the Geneva countryside. The retreat allowed discussion of methodology, work planning and other work-related issues of relevance for all staff. Throughout the year, staff also made use of training offered by the United Nations Office at Geneva, such as language courses, core competencies and information technology. Periodically, the Executive Secretary arranged business knowledge presentations on a variety of topics relevant to the work of the Unit. The presentations were given by both internal and external presenters and were also available to the inspectors.

62. The Unit's expenditures for the biennium 2006-2007 amounted to $11.1 million, of which $10.4 million (93.7 per cent) was for staff costs, $0.5 million (4.5 per cent) for travel costs and $0.14 million (1.3 per cent) for other non-staff costs.

H. Other administrative issues

63. The Unit has reported to the General Assembly on the difficulties and delays in obtaining visas for the official travel of some of the inspectors, as well as some members of its secretariat. While there have been some improvements, the Unit will continue monitoring this situation and reporting to the General Assembly if necessary.

Chapter II

Programme of work for 2008

64. In accordance with General Assembly resolution 61/260 of 4 April 2007, by which the Assembly decided to consider jointly the annual report and programme of work of the Joint Inspection Unit during the first part of its resumed session, the Unit launched the preparation of its programme of work for 2008 as early as July 2007. The Unit invited participating organizations to submit their proposals by mid-September 2007. In total, 30 proposals were received from participating organizations. This steep increase in the number of proposals compared to 2006 reflects a renewed interest in the work of the Unit. Most of the proposals received relate to issues of a system-wide nature. All proposals, both external and internal, from inspectors and from within the JIU secretariat, were subjected to a thorough screening process, which took into account, inter alia, work done and planned by other internal and external oversight bodies, resource implications of the proposed review and timeliness for governing bodies and other recipients, as well as the potential of the review to contribute to enhanced effectiveness, efficiency, coordination and cooperation, or to other impacts.

65. During the first part of its winter session, held from 6 to 10 December 2007, the Unit considered the proposals in detail, taking into account the request of the General Assembly that it focus on issues of system-wide interest, value and relevance to the efficient functioning of all organizations to which it provides services. The Unit adopted the programme of work for 2008, which contains 12 reviews, nine of which are of a system-wide nature. Of the three reviews concerning single organizations, two have been requested by legislative bodies and one will allow completion of the series of JIU reviews of the administration and management of all specialized agencies.

66. The early adoption of the programme of work enabled the Unit to discuss in detail the planned reviews with the Board of Auditors and OIOS at the tripartite meeting on 14 December 2007, thus ensuring that there will be no overlap between the work planned by the Board, OIOS and JIU.

67. The programme of work is subject to change in the course of the year: new reports may be added; planned reports may be modified, postponed or cancelled when circumstances warrant; and titles may be changed to reflect the new thrust of reports.

Staff mobility in the United Nations system (suggested by the International Atomic Energy Agency and internally)

68. The concept of mobility in the United Nations common system includes two types of mobility, one within each organization (intramobility) and another one across the organizations of the United Nations system (inter-mobility). Both result in changes of either the occupation/function or the geographic location of the staff member concerned. The review should cover both types of mobility.

69. As regards intramobility, the United Nations Secretariat started to implement an organization-wide managed mobility programme in 2007. Other United Nations system organizations, in particular many field-oriented organizations such as the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF) and the United Nations Development

Programme (UNDP) have implemented their own, different and in some cases strict mobility policies. The Unit, in 2006, issued a report entitled "Staff mobility in the United Nations" (JIU/REP/2006/7), which found major challenges or obstacles for the further implementation of the mobility policy in the United Nations Secretariat; mobility policies of other United Nations system organizations were not the subject of that study. Therefore, a system-wide analysis of the modus operandi of the intramobility policies applied by different United Nations system organizations will identify best practices and lessons learned in order to enhance the existing mobility policies and their implementation plans.

70. As regards inter-mobility, the United Nations System Chief Executives Board for Coordination issued the Inter-Agency Mobility Accord in November 2005, which replaced the Inter-organization Agreement concerning the Transfer, Secondment or Loan of Staff among Organizations Applying the United Nations Common System of Salary and Allowances. Under the accord, organizations and staff members are able to customize inter-organization exchange with established options in the contractual relationship between staff and the organizations concerned, including administration and payroll, costs, duration of the inter-organization exchange, reabsorption measures, and benefits and entitlements. CEB in its statement on inter-agency mobility claimed that inter-agency mobility is critical for strengthening the cohesiveness and effectiveness of the response to global challenges of the United Nations system. The executive heads further affirmed their commitment to inter-agency mobility and to ensuring that policies and monitoring mechanisms are developed and implemented in the context of their human resources management strategies. The review will compare the intention of the Inter-Agency Mobility Accord with the reality of staff mobility in the United Nations system and will identify obstacles and issues to be solved in order to facilitate inter-agency staff mobility.

Work/life issues in United Nations system organizations (suggested by the United Nations)

71. The landscape of the workplace has been transformed by changing demographics and societal trends. There is a growing awareness in the United Nations system of the need for policies conducive to the reconciliation of work and family responsibilities in order to attract and retain top quality staff. In 1995, the executive heads of all the agencies of the United Nations common system adopted a policy to foster a supportive work environment in each organization aimed both at promoting productivity and enabling staff members to respond to the conflicting pressures of work and family life. In 1998, the General Assembly called on the International Civil Service Commission (ICSC) to play a lead role in the development of innovative approaches in the field of human resources management, and a Panel on the Strengthening of the International Civil Service was established. The report of the Panel issued in 2004 (A/59/153) states under paragraph 47 that "... a modern compensation system should ... improve work/life policies". The Secretary-General and CEB agreed "on the need ... for promoting best workplace practices that support work/life balance" (A/59/399, para. 24). Further, a work and life task force was established in New York to continue work on various work/life issues (see A/61/228, para. 204).

72. Work/life issues have been increasingly incorporated into the human resources management policies of the United Nations system organizations. However, the

work/life issues identified, as well as the degree and the way they have been incorporated into the human resources management policies, vary from organization to organization. For example, the United Nations Secretariat successfully introduced a flexible working arrangements scheme in February 2003, intended to address some of the work/life concerns of staff, with more than 2,400 staff members participating in the scheme by 2004. Other organizations focused on other work/life issues and have chosen a different approach, as for example, UNDP through the introduction of its Work-Life Policy and Programme (UNDP/ADM/99/26).

73. The main work/life issues of United Nations system organizations include: support for spouses, dependants and other family members (including work permits and visa issues); flexible working arrangements (i.e. flexible working hours, part-time work, compressed work schedules, job-sharing, phased or partial retirement and home-based work); flexible leave arrangements (e.g. flexible working years and career breaks); special leave arrangements (e.g. sick leave, family emergencies, maternity, paternity and parental leave, leave for training and studies); occupational health, safety and staff security; relocation policies; introduction of childcare facilities; and care for the elderly and caregiver groups.

74. The expected outcome of the review is to identify and disseminate best practices with regard to the adoption and implementation of work/life policies within the organizations of the United Nations common system.

Junior Professional Officer and Associate Expert programmes in United Nations system organizations (suggested by the United Nations/Office of Internal Oversight Services)

75. Junior Professional Officer programmes (also called Associate Expert programmes) provide young professionals with hands-on experience in multilateral technical cooperation. More than 25 entities of the United Nations system are participating agencies of programmes sponsored by 22 donor Governments. Programmes similar to the Junior Professional Officer programmes of the United Nations system are offered by the Asian Development Bank, the International Monetary Fund and the World Bank.

76. Along with the national competitive recruitment examination, the United Nations Volunteers programme (UNV), internship programmes, the national professional officers programmes and field operations, including peacekeeping, the Junior Professional Officer programmes have become a tool for attracting young professionals into the United Nations system. No detailed United Nations system-wide statistics regarding the programmes are available, but the size and the financial implications of the programmes are significant. For example, there are currently about 100 Junior Professional Officers in UNHCR and about 270 in UNDP (overall about 2,600 former Junior Professional Officers have worked in UNDP since the establishment of the programme); funding for the programme amounts to about $10 million per year in UNHCR and about $29 million per year in UNDP.

77. The actual percentage of Junior Professional Officers in relation to other categories of staff, the expenditures for the Junior Professional Officer programmes, as well as the management and administration of the programmes (retention policies, career planning, training opportunities etc.) vary between the different United Nations system organizations. No system-wide study on the topic has been conducted so far.

78. The review will assess the current situation of the Junior Professional Officer programmes as regards their relevance, efficiency, effectiveness, and impact. It will look, among other things, at the experience of the programmes throughout the United Nations system, identify best practices and draw lessons learned from these for others. Further, the review will also assess the efficiency and effectiveness of the management and administration of the Junior Professional Officer programmes by various United Nations system organizations. It will also establish the level of (client) satisfaction of donor Governments with the programmes.

Preparedness of United Nations system organizations for International Public Sector Accounting Standards (suggested by the World Meteorological Organization)

79. The Task Force on United Nations Accounting Standards, established under the sponsorship of the Chief Executives Board for Coordination and the High-level Committee on Management, recommended that the United Nations system adopt the International Public Sector Accounting Standards (IPSAS) by 2010, replacing the current United Nations System Accounting Standards, which are no longer regarded as fully conforming to international standards or generally accepted accounting principles. The recommendation was accepted by the High-level Committee in November 2005 and endorsed by CEB in April 2006. The General Assembly approved the adoption of IPSAS in July 2006 (resolution 60/283, sect. IV, para. 1), together with some resources. The mandatory date for implementation for all United Nations system organizations is 1 January 2010.

80. Several United Nations organizations have started the process for migration to IPSAS; three organizations, the World Food Programme (WFP), the World Health Organization (WHO) and ICAO have set its adoption for 1 January 2008. The CEB secretariat has hired a team of financial accounting policy analysts to assist the United Nations system organizations with the adaptation to IPSAS, in particular by developing a system-wide approach to IPSAS training.

81. The implementation of IPSAS will require fundamental changes to the financial information and management systems used by United Nations system organizations, revision of their financial regulations and rules, as well as of their budgeting processes, to ensure compatibility with the new accounting processes and period. Further, considerable resources and preparation are inevitable for its implementation including inventory; evaluation of property and equipment, as well as accrued liabilities on pensions, annual leave and after service health insurance; training needs of staff etc.

82. The review will show where the organizations stand with regard to their preparedness for the implementation of IPSAS, identify impediments to its implementation and lessons learned. Further, it will make members of the governing bodies of the United Nations system organizations familiar with the concept of IPSAS and its implications for budgeting and reporting.

Offshoring in United Nations system organizations (suggested by the World Meteorological Organization, the Food and Agriculture Organization of the United Nations and internally)

83. Recent advances in technology and management practices have enabled many public and private sector institutions to adopt entirely new ways of obtaining

services. One option is to move certain administrative functions to other locations (relocating or offshoring) in order to benefit from lower costs and quality services. Despite its potential, no comprehensive system-wide feasibility study or cost-benefit assessment has yet been conducted of the possibility of relocating administrative services.

84. However, the United Nations system has started experimenting with this practice, and examples are encouraging: the World Bank relocated some of its accounting functions to Chennai, India; UNDP transferred its benefits, entitlements and payroll functions to Copenhagen in the biennium 2003-2004 resulting in annual cost savings of about 25 per cent; UNHCR decided to relocate certain support services (human resources management, financial and administrative management, and supply management services) to Budapest, which is expected to lead to total savings of about $80 million within the first 10 years according to an external study. Besides the cost-saving aspects, offshoring may also result in a broader participation of countries in the economic and other benefits resulting from the presence of the United Nations in a given country.

85. The review will analyse and assess the criteria, methodologies and experience acquired so far with regard to offshoring in the United Nations system, in order to identify and disseminate best practices and lessons learned.

Information technology hosting in United Nations system organizations (suggested by the International Atomic Energy Agency)

86. Information technology (IT) hosting is of great importance for the proper functioning of the information and management systems of the organizations, in particular with respect to their Enterprise Resource Planning systems. In practice, there are three options for IT hosting for United Nations system organizations: in-house, outsourced to commercial companies as service providers, or outsourced to the International Computing Centre in Geneva, a joint United Nations programme. The organizations apply one, or combine several of these three possibilities. For example, UNDP/United Nations Population Fund/United Nations Office for Project Services are using a commercial company for IT hosting of Automatically Tuned Linear Algebra Software (ATLAS). On the other hand, IMO, WFP, and others are using a full range of International Computing Centre services including IT hosting services. UNHCR was initially using a commercial provider, but later switched to the International Computing Centre because of negative experience.

87. The purpose of the study is to identify and disseminate best practices with regard to IT hosting solutions within the United Nations system. The study will also cover other aspects of the International Computing Centre (governance, costing, competitiveness etc.), making use of the unique mandate of JIU to cover joint or inter-agency activities.

Internet presence in the United Nations system (suggested by the United Nations/Office of Internal Oversight Services)

88. Internet presence is an important issue for all organizations of the United Nations system, not only because of its impact on the public image and perception of the United Nations system organizations, but also because of its various other

important features, such as dissemination and sharing of information internally and publicly, webmail access for staff and as a recruitment and fund-raising tool.

89. The review will examine the management of Internet websites across the United Nations system, taking stock of current practices and standards and highlighting examples of good practice to assist other organizations in the management and use of their Internet presence. It will also review whether there is sufficient consistency in the image projected by the public Internet websites of the United Nations system, especially in the light of the One United Nations goals for integrated services delivery and public presence. The review will further focus on a number of other areas, including the use of the Internet as a means of delivering services and information (also with regard to the fulfilment of respective mandates) and Internet security issues.

Technical cooperation and national execution (suggested by the International Atomic Energy Agency and the Board of Auditors)

90. National execution of programmes and projects through implementing partners (Governments or non-governmental organizations) has become the norm for the execution of multilateral projects financed by organizations of the United Nations system, albeit with rather substantial differences between regions, as well as with respect to the financing of United Nations system organizations. Most of the United Nations system organizations have developed or are still in the process of developing guidelines and policies on national execution. In an attempt to promote and ensure a common system-wide approach with regard to national execution, the former Consultative Committee on Programme and Operational Questions issued guidelines on national execution in 1998. Despite the overall guidance provided by those guidelines on national execution, different procedures and terms still prevail in different agencies.

91. The system-wide review is aimed at identifying and disseminating best practices with regard to technical cooperation through national execution. It will also serve as an update of the JIU report entitled "National execution of projects" (JIU/REP/94/9). The review will further include issues related to audit arrangements with regard to the national execution of projects.

Towards greater coherence in United Nations system support for Africa (suggested by the United Nations Industrial Development Organization)

92. Africa has been for a long time in the focus of United Nations system technical cooperation and development activities. Following on from the United Nations New Agenda for the Development of Africa in the 1990s, the New Partnership for Africa's Development (NEPAD) became the framework within which the international community, including the United Nations system, concentrated its efforts for Africa's development. NEPAD, together with the Millennium Development Goals, provides the principal strategic framework for the United Nations system-wide coordination of support for Africa.

93. In an overview of the activities undertaken by the United Nations in support of NEPAD, the Secretary-General stated, among other things: "Further strengthening of United Nations system support for the implementation of NEPAD is vital. In order to improve the effectiveness of the coordination of United Nations support within the regional consultation mechanism, both policy measures and urgent

actions are needed. In particular, not only should the United Nations system hold consistent and regular meetings, but also United Nations agencies should be represented by high-level officials during regional consultations" (E/AC.51/2007/4, para. 87). Moreover, "all United Nations entities should establish a system-wide mechanism whereby each and every entity can share its field experience with others and benefit from the best coordination and collaboration practices. In particular, the United Nations system could gain from the efficient and coherent collaboration of various agencies involved in developing programmes in agriculture, infrastructure and environment" (ibid., para. 89).

94. The Paris Declaration on Aid Effectiveness of March 2005 by ministers of developed and developing countries also called for an increasing alignment of aid with the priorities, systems and procedures of recipient countries and for eliminating duplication of effort.

95. The review will assess how coherently the recipient Governments, the United Nations system organizations and the donor community are working together at country level through the existing coordination mechanisms. More specifically, the review will examine (a) the leading role of the recipient authorities as the main party concerned; (b) the implementation of the results-based management approach; (c) the existing and/or desirable joint planning, programming, budgeting, monitoring, evaluation and reporting arrangements; (d) the modalities of pool funding and other financing mechanisms; and (e) the effectiveness of the current Resident Coordinator function.

Review of management and administration in the Universal Postal Union (suggested internally)

96. The Universal Postal Union (UPU), the second oldest international organization, is a small organization with a biennial budget of SWF 74 million (around $60 million) and some 150 staff. UPU is currently undergoing fundamental reforms to meet the demands of global postal reforms and the requirements from extended stakeholders (including private sector postal operators and postal customers). UPU has never been comprehensively reviewed by JIU.

97. The review — completing the series of reviews of management and administration in specialized agencies — is aimed at identifying areas for improvement in the management and administration practices in UPU within the framework of ongoing reform processes. It will focus on governance, organizational structure and executive management, information management and oversight. The 24th UPU Congress is scheduled from 13 August to 3 September 2008, which will set the UPU strategy for the next four years.

Follow-up review of the Office of the United Nations High Commissioner for Human Rights (mandated by governing body resolution)

98. The General Assembly in its resolution 61/159 on the composition of the staff of the Office of the United Nations High Commissioner for Human Rights requested the Joint Inspection Unit to assist the Human Rights Council to monitor systematically the implementation of that resolution, inter alia, by submitting to the Human Rights Council a comprehensive follow-up report on the implementation of the recommendations contained in two reports previously issued by the Unit in 2003 and 2006 (JIU/REP/2003/6 and JIU/REP/2006/3).

99. Completing those two reviews, an additional, third review was carried out by the Unit in 2007 (JIU/REP/2007/8) which focused on the funding mechanisms and budget processes of OHCHR as well as on the progress made with regard to the issues of the geographical composition and functions of OHCHR staff at the Professional and higher levels. The review was issued as an interim report to the Human Rights Council in 2007.

100. In order to adequately discharge the mandate of General Assembly resolution 61/159, the Unit decided to include in the current programme of work an additional comprehensive follow-up review on OHCHR examining the implementation of the recommendations contained in the earlier reports of the Unit. The report will be submitted to the Human Rights Council in May 2009.

Review of the Global Mechanism of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa (suggested by the governing body of the Convention)

101. The Unit was requested by the President of the eighth session of the Conference of the Parties to the United Nations Convention to Combat Desertification to conduct an assessment of its Global Mechanism. The General Assembly in its resolution 62/193 took note of this request and looked forward to the findings of JIU. Accordingly, the Unit included this review in its programme of work for 2008, on the understanding that the United Nations Convention to Combat Desertification would bear the costs associated with this project.

102. The review will evaluate the work and functions of the Global Mechanism, in accordance with its mandate as set out in the Convention and relevant decisions of the Conference of the Parties; identify any lack of clarity in the institutional arrangements and accountability elaborated in the Convention and in the memorandum of understanding between the International Fund for Agricultural Development and the Convention with a view to ensuring the effective functioning of the Convention bodies; assess the alignment between its programme and that of the Convention secretariat, and its conformity to the guidance of the Conference of the Parties; and evaluate the communication and working modalities between the Global Mechanism and the secretariat. The review also complements the recommendations of JIU on the management of the Convention secretariat in its report of 2005 (JIU/REP/2005/5), which have provided the secretariat with the basis for its current administrative renewal and reform, as referred to in resolution 62/193.

Annex I

Composition of the Joint Inspection Unit

1. The composition of the Unit for 2007 was as follows (each member's term of office expires on 31 December of the year indicated in parentheses):

M. Deborah **Wynes** (United States of America), Chairperson (2012)

Juan Luis **Larrabure** (Peru), Vice-Chairperson (tendered resignation as from 30 September 2007)

Even **Fontaine Ortiz** (Cuba), Vice-Chairperson for the period 1 October to 31 December 2007 (2012)

Gérard **Biraud** (France) (2010)

Papa Louis **Fall** (Senegal) (2010)

Tadanori **Inomata** (Japan) (2009)

Istvan **Posta** (Hungary) (2010)

Guangting **Tang** (China) (2007)

Cihan **Terzi** (Turkey) (2010)

Victor **Vislykh** (Russian Federation) (2007)

Muhammad **Yussuf** (United Republic of Tanzania) (2007)

2. In accordance with article 18 of its statute, which provides that each year the Unit shall elect from among the inspectors a Chairperson and Vice-Chairperson, on 28 November 2006, the Unit elected M. Deborah Wynes as Chairperson and Juan Luis Larrabure (Peru) as Vice-Chairperson for the calendar year 2007. Following the resignation of the Vice-Chairperson as from 30 September 2007, inspector Even Fontaine Ortiz was elected Vice-Chairperson for the period 1 October to 31 December 2007.

3. At its sixty-first session, on 21 June 2007, the General Assembly appointed Nikolay V. **Chulkov** (Russian Federation), Mounir **Zahran** (Egypt), and Yishan **Zhang** (China) for a term of office beginning on 1 January 2008 and expiring on 31 December 2012. At its sixty-second session, on 9 October 2007, the General Assembly appointed Enrique **Roman-Morey** (Peru) for the same term of office.

4. On 6 December 2007, the Unit elected a new Chairman, Mr. Even Fontaine Ortiz, and a new Vice-Chairman, Mr. Gérard Biraud, for the period 1 January to 31 December 2008.

Annex II

List of participating organizations and their percentage share in the cost of the Joint Inspection Unit in 2007

United Nations[a]	24.2
World Food Programme	11.5
United Nations Development Programme	20.4
United Nations Population Fund	2.7
United Nations Office for Project Services	0.3
United Nations Children's Fund	9.4
International Labour Organization	2.6
Food and Agriculture Organization of the United Nations	4.8
United Nations Educational, Scientific and Cultural Organization	4.0
International Civil Aviation Organization	1.2
World Health Organization	10.7
Universal Postal Union	0.2
International Telecommunication Union	2.0
World Meteorological Organization	0.5
International Maritime Organization	0.4
World Intellectual Property Organization	1.5
United Nations Industrial Development Organization	1.2
World Tourism Organization	0.1
International Atomic Energy Agency	2.4

[a] *Source*: CEB/2007/HLCM/22/Rev.2 of 6 November 2007. Includes United Nations Secretariat, United Nations Environment Programme, United Nations Conference on Trade and Development, United Nations Human Settlements Programme (UN-Habitat), International Trade Centre, United Nations Institute for Training and Research, United Nations Relief and Works Agency for Palestine Refugees in the Near East, United Nations Office on Drugs and Crime and Office of the United Nations High Commissioner for Refugees.

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